

JBSA LEGACY

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JOINT BASE SAN ANTONIO

MARCH 4, 2022



SARAYUTH PINTHONG

First Lady of the United States, Dr. Jill Biden, provides opening remarks during a visit to the Gateway Child Development Center at Joint Base San Antonio-Lackland Feb. 23, 2022. Dr. Biden spent time with military families at the center to discuss the White House Joining Forces initiative and the challenges military children with disabilities face.

First Lady visits JBSA

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Admiral swears in recruits at SA Rodeo

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Basura Bash brings out volunteers

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DOD, partners release combined space operations vision

DOD News

The United States joins Australia, Canada, France, Germany, New Zealand, and the United Kingdom in the joint release of the “Combined Space Operations (CSPO) Vision 2031” Feb. 22.

CSPO is an initiative to address the overarching need to encourage responsible use of space, recognizing challenges to space sustainability, threats presented by technological advances, and the increasingly comprehensive and aggressive counterspace programs of other nation states.

The “CSPO Vision 2031” outlines the initiative’s overarching purpose and highlights its guiding principles, including: freedom of use of space, responsible and sustainable

use of space, partnering while recognizing sovereignty, and upholding international law.

These guiding principles steer the initiative’s objectives and are supported by several

lines of effort, from developing and operating resilient, interoperable architectures to fostering responsible military behaviors in space and

sharing intelligence and information, all leading to the pursuit of a safe, secure, and sustainable space domain.

CSPO Principals last met in December 2021, reaffirming their nations’ support to the Vision, including the intent to prevent conflicts extending to or originating in space and to hold accountable those who threaten the safety of the space environment and the space assets of others.

Representatives from the Department of Defense specifically addressed the importance of information sharing, leading to greater cooperation and interoperability, all key CSPO components.

The complete “CSPO Vision 2031” document is available at <https://media.defense.gov/2022/Feb/22/2002942522/-1-/0/CSPO-VISION-2031.PDF>.



COURTESY GRAPHIC

VA encourages donating blood amid crisis

Department of Veterans Affairs

The Department of Veterans Affairs and its participating VA medical centers across the country are in the midst of “Roll Up Your Sleeve 2022” blood drives through March in response to the ongoing national need for blood during the continuing COVID-19 public health emergency.

VA teamed up with the American Red Cross and America’s Blood Centers’ regional blood collection organizations, in December — activating its extensive network of medical facilities to support the nation’s need to replenish the blood supply.

The department is exercising its “fourth mission” to back up the country’s health care systems in times of emergency. Eligible individuals are encouraged to donate blood. Donors may give blood no matter their COVID-19 vaccination status.

“In an effort to continue to save lives, exercising VA’s fourth mission at this critical time greatly helps the department meet the

need for blood and blood products in communities across the nation,” said VA Secretary Denis McDonough. “While we continue to focus heavily on the care of veterans during this challenging pandemic, blood donation is more important than ever, and its impact can result in as many as three lives saved through one blood donation.”

VA facility-based blood drives have instituted safety precautions recommended by the Centers for Disease Control and Prevention — requiring masks, following social distancing guidelines and enhancing their disinfection protocols. These practices help ensure the safety of blood donors, blood drive hosts and staff at blood drives.

“As Americans, we recognize that our civic duty is to help our fellow neighbors and stand ready to always support those in need. During this national blood crisis, the Red Cross asks our country to come together and roll up a sleeve to help ensure veterans and all patients receive the care and lifesaving blood products they need,”

said American Red Cross President and CEO Gail McGovern.

“Veterans are some of our most dedicated blood donors in this country. We greatly appreciate both their service and commitment. The partnership between the VA and community blood centers is a way to help ensure all patients have access to blood while spreading awareness of the ongoing need for blood donations,” said America’s Blood Centers CEO Kate Fry.

To find blood donation locations in your community, visit RedCrossBlood.org or Americasblood.org to make an appointment. Individuals can mention the VA “Roll Up Your Sleeve 2022” or use #ROLLUPYOURSLEEVEVA2022 at their community blood collection site and their donation will be linked to the VA national campaign.

VA-hosted blood drives are scheduled on a rolling basis. Those wishing to donate blood at a VA facility should contact them directly.

JBSA LEGACY

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Feedback Fridays

Brig. Gen. Caroline M. Miller
502D AIR BASE WING AND JOINT
BASE SAN ANTONIO COMMANDER

Feedback Fridays is a weekly forum that aims to connect the 502d Air Base Wing with members of the Joint Base San Antonio community. Questions are collected during commander's calls, town hall meetings and throughout the week.

If you have a question or concern, please send an email to 502ABW.PA.official@us.af.mil using the subject line "Feedback Fridays."

Questions will be further researched and published as information becomes available.

Q. Thank you so much for providing a forum for JBSA personnel to ask questions or to address concerns. However, I believe the forum has become a place for individuals to complain. Therefore, I'd like to address the wonderful work that is being done on JBSA each and every day.

I'd first like to thank our Security Forces personnel. These men and women are on the gates 24 hours a day, 7 days a week, in good and bad weather and with smiles on their faces. Yes, there are times that someone isn't smiling and when that happens, I ask the gate guard if everything is okay. Instantly their



demeanor changes because they then realize there are people coming through the gates that really do care.

I'd also like to thank our

Force Support Squadron personnel who provide outstanding opportunities and support whether it be at the ID counter, Military

Family and Readiness Center, Fitness Centers, the Clubs or via MWR.

Lastly, I'd like to thank commanders at all levels. Your commitment to JBSA shows and I, amongst so many others, sincerely appreciate it.

A. Thank you so much for your kind words and for participating in our Feedback Fridays program. We really appreciate your recognition of our wing personnel.

We strive to provide the best services to all JBSA personnel, and it's so good to hear that people like you really care. Please continue to participate in our program, and let us know what we can do for you!

Air Force Chief of Staff modifies Action Orders to lock in gains, accelerate change

**Secretary of the Air Force
Public Affairs**

Air Force Chief of Staff Gen. CQ Brown Jr. has issued modifications to the "Action Orders" driving Accelerate Change or Lose, the conceptual, philosophical "why" for what the Air Force of the future must become.

Like the original Action Orders published in December 2020, the updated Action Orders set the conditions for accelerating change. They detail what must be done across four focus areas: Airmen, Bureaucracy, Competition, and Design Implementation.

"The MOD 1 to each of the Action Orders isn't a progress report — it is a refinement of tasks for the Air Staff that support the Department of Air Force's direction and our warfighters," Brown said. "The Action Orders should be executed at the headquarters level, and their effects felt at the squadron level."

He added that while the Action Orders provide specific directions and deliverables to the Air Staff, they offer intent for the entire force.

This approach provides guidance to accelerate change, while still allowing

discretion and room for leaders to empower their Airmen and make decisions that contribute to change across the service. Given that balance and changing dynamics over time, periodic modifications to the Action Orders are necessary and expected, Brown said.

Brown added that this first set of modifications could be followed by others to maximize results as conditions evolve and Accelerate Change or Lose matures.

Key tasks in MOD 1 to Action Order-A, which is focused on ensuring Airmen have the attributes required to compete, deter, and win in a high-end fight, remain unchanged. Sub-tasks are in the works to establish enduring processes and paths to adapt talent management and build the force needed for emerging missions.

Action Order-B, intended to streamline decision-making, eliminate redundancies, and limit bureaucratic layers with the Air Force, has proven to be one of the more elusive and challenging Action Orders to realize.

"Bureaucracy exists in all large organizations and changing culture and practices that prevent timely and effective decisions is difficult — but it starts with the Air Staff," Brown said.

Modifications to tasks outlined by AO-B specify changes to processes and business rules that govern information flow and decision-making in order to improve speed, quality of decision support, and achieve greater alignment across the Air Staff.

For example, it directs the staff to facilitate the free-flowing of information using collaborative, communication tools; to promote "radical transparency" by publishing records of significant decisions to sites accessible across the staff; and, to empower Airmen to make decisions at the lowest appropriate level.

Updates to Action Order-C, which says Airmen need to understand their role in the long-term strategic competitions between the U.S., Russia, and China, account for the establishment of the Department of the Air Force's Operational Imperatives, the continued evolution of the Joint Warfighting Concept, and the ongoing development of other strategic documents.

Substantive changes include the alignment of tasks to lines of effort and the addition of waypoints to guide and measure an iterative path forward, as well as changes to increase

synchronization between the Major Commands and Air Staffs and better integrate allies and partners.

Action Order-D directs Headquarters Air Force to accelerate the transition from the force that exists today to the Air Force the nation needs, focusing on China then Russia, at fiscally-informed and acceptable levels of risk to mission, force, and security. With MOD-1, AO-D incorporates the DAF Operational Imperatives, reflects the continued assessment of threat capabilities, and better aligns future force design with fiscal realities.

"While Accelerate Change or Lose is enduring, like any operation order, the Action Orders are meant to be iterative — continually assessed, adapted, and improved," Brown said. "A little more than a year since releasing to the field, it was time to assess what we've done against what we set out to do, analyze the evolving conditions, and modify directives, guidance, and tasks accordingly."

The complete set of updated Action Orders can be found at https://www.af.mil/Portals/1/documents/2022SAF/FINAL_Modified_Action_Orders.pdf.

FORT SAM HOUSTON

MEDCoE appoints first STRIDE peer advocates

By Tish Williamson

U.S. ARMY MEDICAL CENTER OF EXCELLENCE
PUBLIC AFFAIRS

The U.S. Army Medical Center of Excellence, or MEDCoE, has implemented a new strategic program to help eradicate harmful behaviors that erode Army values within the organization and to further the Army's people first initiative.

The program is called "STRIDE," an acronym for systemic respect, tolerance, resilience, inclusion, dignity and equity. The initiative was kicked off in a ceremony Feb. 15 adjacent to the MEDCoE headquarters at Joint Base San Antonio-Fort Sam Houston, hosted by the 32nd Medical Brigade command Sgt. Maj. Gilberto Colon.

Also in attendance were the MEDCoE Command Team, Maj. Gen. Dennis LeMaster and Cmd. Sgt. Maj. Clark Charpentier, along with nearly 100 other MEDCoE Soldiers and leaders.

Cpt. Chad Beach, Officer in Charge, MEDCoE Diversity, Equity and Inclusion Center, who was instrumental in organizing the program, narrated the event. Beach explained that STRIDE was created in the 32nd Medical Brigade to improve prevention and response efforts regarding suicide prevention, sexual harassment/assault and racism/extremism by bolstering bystander intervention. He believes peer advocates will serve as enablers towards eradication of these harmful behaviors by leveraging Soldiers; the Army's greatest resource.

"We have other preexisting and embedded assets," Beach said, "however, authorizing the wear of STRIDE tabs will help STRIDE peer advocates be more visible and accessible to our dynamic population of transitional Soldiers," Beach said.

During the ceremony, Welde and Colon signed a formal STRIDE proclamation and presented the first six Soldier volunteers, representing each of the three battalions with Advanced Individual Training Soldiers assigned to the 32nd Medical Brigade, with a STRIDE tab to wear prominently on



JOSE RODRIGUEZ

Army Col. Marc Welde (right), 32nd Medical Brigade commander, invites Spc. Ruben Prieto (left), a recent Advanced Individual Training graduate, to share his story as a peer advocate during the systemic respect, tolerance, resilience, inclusion, dignity and equity, or STRIDE, ceremony in front of the U.S. Army Medical Center of Excellence Command headquarters at Joint Base San Antonio-Fort Sam Houston Feb. 15.

their uniforms.

"Our STRIDE Peer Advocates will take a pledge to model the Army Values and serve as a critical enabler and link to our existing Army programs," Welde said.

STRIDE Peer Advocates will also be coached in the effective integration and utilization of Army resources like the Equal Opportunity Leaders (EOL), Sexual Harassment/Assault Response and Prevention (SHARP) Coordinators, Victim Advocates (VA), or Chaplains.

Welde said he modeled the STRIDE program after a similar Training and Doctrine Command program called Soldiers Against Sexual Harassment, or SASH, when he met Spc. Ruben Prieto, a recent 42A Human Resources Specialist AIT graduate and former SASH Soldier Advocate.

"I noticed his distinctive teal SASH tab and took the opportunity to talk to him about the program," Welde said. He was most impressed by how Prieto

described the program, his role and how his peers had responded to him. "He was extremely passionate about his impact on unit readiness."

Welde explained that, while the SASH and STRIDE programs are two different initiatives with slightly different missions, their foundations are the same.

"They're both aimed at peer advocacy to stop harmful and corrosive behaviors in our formations while improving readiness," Welde said.

Beach envisions STRIDE as a way to better empower MEDCoE's E4s and below, the most susceptible group to external influences.

"STRIDE relies heavily on Soldier volunteers that pledge to serve as active bystanders within their respective formations," Beach explained, "intervening whenever they witness or overhear situations that are inconsistent with Army values and the foundation ideal that all individuals are entitled to be treated with dignity and respect."

In closing remarks for the ceremony, Lemaster offered his deepest thanks to the first STRIDE volunteers for helping the 32nd Medical Brigade and the MEDCoE take the important step to better support their people. He encouraged leaders at all levels to continue to foster a culture of systemic respect throughout the command, no matter how long they are assigned to the unit.

"Then when we depart, and our replacements come, it is already hardwired into the institution: we treat each other with dignity and respect, and we get after all of the items that STRIDE stands for," LeMaster explained.

The 32nd Medical Brigade is the MEDCoE's sole training brigade, the largest in TRADOC, and is the medical generating force for the Army. AIT is responsible for furthering the Soldiering process for Soldiers arriving from Basic Combat Training prior to graduation and departure to their first operational unit.



COURTESY PHOTO

(From left) Spc. Tri Mai, Cpl. Naomi Plummer and Spc. Niante Ricks pose for a photo at the San Antonio Stock Show and Rodeo at the AT&T Center Feb. 11. Four Soldiers from Brooke Army Medical Center were given the VIP treatment during Military Appreciation Night. Not pictured is Spc. Brian Clemens.

BAMC Soldiers honored at San Antonio Stock Show and Rodeo

By Lori Newman

BROOKE ARMY MEDICAL CENTER
PUBLIC AFFAIRS

Four Soldiers from Brooke Army Medical Center were honored Feb. 11 during Military Appreciation Night at the San Antonio Stock Show and Rodeo.

Army Spcs. Brian Clemens, Niante Ricks and Tri Mai and Cpl. Naomi Plummer received the VIP treatment during the annual event that honors military members for their service.

"They gave us box seats and provided refreshments," Plummer said. "The volunteers made the experience amazing. They went out of their way to make sure we had a good time."

The event included a Marine Color Guard on horseback, the Air Force band and military members from each service branch.

"It was a wonderful experience and an honor to be there."

Cpl. Naomi Plummer

"When they recognized us, the band played all the service medleys, including the Space Force," Plummer said. "We stayed in the box, but they put us on the big screen while they played each song. They also recognized the members who served and the members who are serving in the crowd. It was a wonderful experience and an honor to be there."

"It was an amazing opportunity and felt good to be recognized by so many," Ricks agreed. "If I had the chance to attend again, I would put my name in each time to be a part of something so special."

Basura Bash returns to clean up San Antonio, JBSA waterways

By Lori A. Bultman

502ND AIR BASE WING PUBLIC AFFAIRS

After a year off due to COVID-19, the largest, single-day watershed litter pickup in Texas returned on Feb. 19, and Joint Base San Antonio members came out in full force to participate.

Since 1995, the citizens of San Antonio have helped clean area waterways, and this, the 27th Basura Bash, was no exception.

More than 240 volunteers came out to collect trash and debris along Salado Creek at JBSA-Fort Sam Houston during this year's clean-up, according to Sarah Otto, an 802nd Civil Engineer Squadron environmental management specialist and tributary leader for the location.

"I love this event. I look forward to it every year," she said. "It definitely makes an impact. The trash that falls out of your truck, or any debris that blows out of your yard, it eventually will end up in the creeks through wind or rain events."

The event kicked off with a welcome by 802nd CES director, Joe Hockaday, who emphasized the importance of environmental stewardship, and a safety briefing by Steve San Miguel,

802nd CES safety officer.

Ed Roberson, chief of environmental management at 802nd CES, said the event really does make a difference.

"On the last cleanup we did, two years ago, the overall Basura Bash effort collected nearly 35 tons of trash out of waterways," he said, noting that nearly 2,000 people registered for this year's Basura Bash.

Petty Officer 1st Class Charles Brasel, from the Medical Education and Training Center Radiology Program, and his son, Austin, were among the volunteers at JBSA.

"I enjoy participating in these events, and I really am glad to see how many people turned out to clean up this park," he said.

Brasel was also happy to spend the time with his son.

"It is a good opportunity to get him out here and participate, and learn about cleaning up the environment," he said. "He even mentioned how important it was to keep our yard at home clean so things don't get washed out and into these creeks."

Approximately 40 cubic yards of waste was collected from the portion of Salado Creek at JBSA during this year's effort.



PHOTOS BY LORI A. BULTMAN

U.S. Army Staff Sgts. Joel Trudell, Daniel Rogers, and Jacob Larson (from front to back), members of Army Senior Leader Course class 22A-22, collect trash from Salado Creek at Joint Base San Antonio-Fort Sam Houston during Basura Bash Feb. 19.



U.S. Navy Petty Officer 1st Class Mariegold Aloria (center) and Chief Petty Officer Kathleen Banlaoi (right) pick up trash along Salado Creek at Joint Base San Antonio-Fort Sam Houston during Basura Bash Feb. 19.



Daniel Learn, 502nd Civil Engineer Squadron, retrieves a barrel from Salado Creek during Basura Bash Feb. 19 at Joint Base San Antonio-Fort Sam Houston.

Interpretative marker unveiled at Fort Sam Houston National Cemetery

By Bethany Huff

U.S. ARMY NORTH PUBLIC AFFAIRS

After 105 years, Soldiers of the 24th Infantry Regiment, who were involved in the Houston Riot of 1917, were recognized with an interpretative marker during an unveiling ceremony held at the Fort Sam Houston National Cemetery, San Antonio, Texas, Feb. 22, 2022.

In 1917, the Army charged 118 African American Soldiers with murder and mutiny. Over the course of three courts-martial, the Soldiers were tried, sentenced to life in prison, and in some instances, executed. Of those, 13 were executed immediately, and six more were sentenced to death. Only seven were found innocent.

"Today we are here to memorialize 17 of [the Soldiers], whose stories must be told. The Soldiers were not shielded by their uniform from the slights and slurs and brutal violence of Jim Crow," said Matt Quinn, the Undersecretary of Veterans Affairs for Memorial Affairs. "They fought back to defend themselves and to strike back at those who oppose them and who oppress them. For defending themselves, they were quickly put on trial in the largest mass courts-martial in U.S. Army history."

Initially, the Soldiers were placed in a mass grave with notes in glass bottles on each body to distinguish identities among them. In 1937, 17 Soldiers were exhumed and reburied at the Fort Sam Houston National Cemetery.

"As was the practice at the time, the information inscribed on their headstones was minimal, and does not acknowledge their military service," explained Quinn during the ceremony.

The details of the mass courts-martial wielded many questions and speculations within the public and the Soldiers' deaths would invoke extensive changes for the Army and the Uniform Code of Military Justice in the years to come.

"The faults that were identified in that system that were used to try these 17 men and their fellow defendants brought about a real turning point in the path of military justice reform," said Gabe Camarillo, Undersecretary of the Army. "These executions resulted in a



BETHANY HUFF

(From right) Gabe Camarillo, Undersecretary of the Army; Donald Remy, Department of Veteran Affairs Deputy Secretary; Matt Quinn, Undersecretary of Veterans Affairs for Memorial Affairs; and Jason Holt, descendant of Private 1st Class T.C. Hawkins, reveal the interpretative marker during an unveiling ceremony held at the Fort Sam Houston National Cemetery in San Antonio Feb. 22.

congressional inquiry and substantial reform to the Articles of War, including a comprehensive review of the courts-martial, which resulted in a watershed moment of change in the history of military justice."

It took 23 years for the changes to be fully integrated into the Uniform Code of Military Justice.

"This development laid the foundation for what would become a formalized and comprehensive trial, post-trial, and importantly, an appellate review process," Camarillo said.

Recently, the Department of the Army received a request from a variety of stakeholders, from retired general

officers to descendants, to review the cases to determine if any relief or changes to past charges may be appropriate as part of that review.

"Secretary of the Army Christine Wormuth signed a directive in January that directed the review, which was sent to the Army Board for Correction of Military Records," Camarillo said. "I'm pleased to report that review is underway ... so that process will continue to play out. At the conclusion of that process, the board for correction of military records will make recommendations to the secretary of the Army for any relief that would be appropriate."

During the ceremony, Camarillo acknowledged the history and sacrifice of the Soldiers from the 24th Infantry Regiment and emphasized the marker unveiling is meant to create a broader understanding of what took place in 1917.

"This wayside marker enriches our understanding of our past and highlights a significant chapter in the history of the U.S. Army and our nation," Camarillo said. "We can't change the past. But this wayside marker provides the Army, this community, and the American public an opportunity to reflect and consider on the truth in this important moment of history."

Admiral provides oath of enlistment to recruits at San Antonio Stock Show and Rodeo



PETTY OFFICER 2ND CLASS SHAYLA D. HAMILTON

Recruits from the San Antonio area take the oath of enlistment during a ceremony at the San Antonio Stock Show and Rodeo Feb. 19.

By Randy Mitchell

NAVAL MEDICAL FORCES SUPPORT COMMAND
PUBLIC AFFAIRS

Most people attend the annual San Antonio Stock Show and Rodeo for the excitement of watching a live rodeo event. This year, attendees were able to witness a life-changing experience for nearly 100 young people — taking the solemn oath to serve the nation.

Rear Adm. Cynthia Kuehner, commander of Naval Medical Forces Support Command, administered the oath of enlistment to recruits from the Navy, Marine Corps, Air Force, Army, and Texas Air National Guard at an enlistment ceremony at the San Antonio Stock Show and Rodeo, Feb. 19.

The ceremony opened with the presentation of colors by the Navy Medicine Training Support Center, or NMTSC, student color guard and continued with remarks from Cody Davenport, CEO and executive director of the San Antonio Stock Show and Rodeo, San Antonio Mayor Ron Nirenberg, Bexar County Judge Nelson Wolfe, and Kuehner.

During her remarks, the admiral reminded the young men and women that the oath of enlistment was their solemn obligation of commitment that marked their transition from a private citizen, to a loyal, uniformed service member.

“The oath is your sincere and public promise to defend our nation - and it unifies all of you, together, in your singular focus, regardless of the service uniform you will wear,” said Kuehner. “Today, you and your families should be rightfully proud. You have made a voluntary decision that few in our nation can or will make, and you enter a chapter of your life that holds the promise of professional growth, maturity, unique training and education, teamwork and adaptation.”

Kuehner reflected how each new recruit would experience new

“The oath is your sincere and public promise to defend our nation - and it unifies all of you, together, in your singular focus, regardless of the service uniform you will wear. Today, you and your families should be rightfully proud.”

Rear Adm. Cynthia Kuehner,
commander of Naval Medical Forces
Support Command

places, with different and extraordinary people, cultural and personal enrichment, and the many challenges and rewards that are exclusively available through uniformed service.

“I am very excited for each of you, and I encourage you to celebrate today, and then take some time later, to reflect even more upon your oath and your commitment to our nation,” Kuehner said. “Embrace its meaning, be proud of your decision, and choose a path within your service that honors the uniform you’ll wear — supported by your family, friends, and a grateful nation — for the voluntary and most noble commitment you have made.”

The military has always shared a special bond with San Antonio, often referred to as “Military City USA,” not only because of the number of military personnel assigned in the city, but also because of the amount of veterans who have made San Antonio and surrounding areas, their home.

MEDCoE resumes high school tours

By Tish Williamson

U.S. ARMY MEDICAL CENTER OF EXCELLENCE
PUBLIC AFFAIRS

Twenty Students from Dillard McCollum High School's Junior Reserve Officers' Training Corps toured the U.S. Army Medical Center of Excellence at Joint Base San Antonio-Fort Sam Houston Feb. 16 to learn about the many career opportunities in Army medicine available to high school and college graduates.

The visit was initiated by retired Army Lt. Col. Charles Burton, a former 70F health services human resources officer who worked at JBSA-Fort Sam Houston before his retirement in 2017. Burton is the Senior Army Instructor for McCollum High School, which is located in San Antonio's Harlandale Independent School District.

The student visit was the first hosted by MEDCoE since the pandemic. In June 2021, the training and education institution responsible to train the Army's medical professionals resumed tours for educators who could demonstrate they were fully vaccinated or had proof of a negative COVID-19 test.

Out of an abundance of caution for the safety of students and MEDCoE personnel, student tours were halted until local COVID-19 conditions improved, including FDA-approved vaccines for their age group.

Educator and student tours are part of the MEDCoE's ongoing effort to improve the quality of future officers and Soldiers by identifying and assessing the right talent, skills and credentials needed for Army Medicine to succeed. Capable future Soldiers and leaders are vital to the enduring success of the Army's all-volunteer force.

The Army offers more than 60 science and medicine career paths and each is trained at the MEDCoE at some point in their career. MEDCoE trains and educates nearly 30,000 students in more than 360 training and education programs annually.

Maj. Gen. Dennis LeMaster, MEDCoE commanding general, welcomed the juniors and seniors, explained the many benefits of joining the Army and pursuing a career in Army Medicine, discussed the various training the students would get to observe during the tour, and even offered to connect with them if they were ever in need of an Army mentor.



PHOTOS BY JOSE E. RODRIGUEZ

Students from McCollum High School's Junior ROTC view displays at the MEDCoE preventative medicine entomology laboratory as part of their visit to Joint Base San Antonio-Fort Sam Houston Feb. 16.

"Take in as much information as you can to get you where you want to be, and to align with your interests and future goals," LeMaster said.

During the nearly three-hour tour, students got the opportunity to visit and observe training in preventative medicine and zoology, environmental health and observed Army dental

assistant, respiratory therapist, surgical technician training at the Medical Education and Training Campus. Students also got to spend time at the Army Medical Department Museum and the Army North Caisson Stables.

For more information on a career in Army medicine, visit <https://www.goarmy.com/amedd>.



Maj. Gen. Dennis LeMaster (left), U.S. Army Medical Center of Excellence commanding general, speaks with students from McCollum High School's Junior ROTC about opportunities in Army Medicine.



Maj. Gen. Dennis LeMaster, U.S. Army Medical Center of Excellence commanding general, takes a selfie photo with students from McCollum High School's Junior ROTC before their visit to MEDCoE.

LACKLAND

First Lady visits JBSA-Lackland to discuss Joining Forces initiative

By Ashley Snipes

502ND AIR BASE WING PUBLIC AFFAIRS

Joint Base San Antonio-Lackland hosted the First Lady of the United States, Dr. Jill Biden, Feb. 23. The Mayor of San Antonio, Ron Nirenberg, and his wife, Erika Prosper-Nirenberg, as well as Air Education and Training Command leadership, were also on hand to welcome Dr. Biden at JBSA-Kelly Field.

Biden spent time at the Lackland Gateway Child Development Center in a roundtable discussion about the White House's Joining Forces initiative and the challenges military children with disabilities face.

She was joined by spouses, parents of children in the Exceptional Family Member Program, veterans, EFMP representatives, 502nd Air Base Wing leadership, school liaisons, as well as local community members involved with the special needs population.

"Again and again in my travel to bases, I've heard that for families who have children with disabilities, it's so difficult to get the support services the kids need when families move from duty station to duty station," Biden said. "We are bringing together every part of our government and partners across sectors to make sure you have what you need to thrive."

The Joining Forces initiative was created to support military and veteran families, caregivers and survivors. The program prioritizes three main areas affecting military families: Employment and Entrepreneurship, Military Child Education, and Health and Well-Being. The first lady's visit to the JBSA-Lackland CDC highlighted the Department of Defense Exceptional Family Member Program.

"We have been working very hard at Military Community & Family



OFFICIAL WHITE HOUSE PHOTO BY ERIN SCOTT

First Lady Jill Biden (center right) visits a classroom with Brig. Gen. Caroline M. Miller (center left), 502nd Air Base Wing and Joint Base San Antonio commander, at the Joint Base San Antonio-Lackland Child Development Center Feb. 23.

Policy to standardize some of the EFMP processes that can be so challenging and cumbersome for our families," said Patricia Barron, Deputy Assistant Secretary of Defense for Military Community and Family Policy. "Part of what we've done is to work very closely with each service to standardize enrollment, disenrollment, assignments and respite care so there will be a 'no-wrong-door' approach, no matter where a family finds

themselves at any duty station."

"Here at Joint Base San Antonio, we have nearly 5,000 EFMP sponsors," said Frances Anderson, a JBSA EFMP coordinator. "Because we are a resource-rich community in San Antonio, this is often one of only a few installations that might be appropriate for a family with intensive needs."

As each participant provided their background or job tasks, Biden asked how Joining Forces can help support

programs better.

"We are going to continue to work on these things," Biden said. "We have to know where the holes are in the fabric to be able to sew it all together."

Biden also visited the University of Texas Health San Antonio MD Anderson Cancer Center, where she toured the facility and attended a listening session focused on addressing cancer health gaps in the Latino community.



AIRMAN MARK COLMENARES

Explosive ordnance disposal technicians from the 433rd Civil Engineer Squadron walk towards a simulated unexploded ordnance site during an exercise at Joint Base San Antonio-Lackland Feb. 9.

433rd CES performs Total Force explosive ordnance training

By Airman Mark Colmenares
433RD AIRLIFT WING PUBLIC AFFAIRS

The 433rd Airlift Wing's mission statement is to "Provide Combat Ready Citizen Airmen Anywhere, Anytime."

On Feb. 9-10, 433rd Civil Engineer Squadron explosive ordnance disposal technicians demonstrated that mission focus through several training exercises with the 902nd Civil Engineer Squadron at Joint Base San Antonio-Lackland.

Master Sgt. James Gonzales, 433rd CES EOD training section supervisor, was there to evaluate his team during the EOD exercise.

According to Gonzales, his team performed a super unit training assembly; a combination of January, February and March UTAs, totaling six days.

The first few days were spent doing administrative-related tasks, and the rest were spent focused on joint

training and practicing skills involved with EOD response, Gonzales said.

"This morning, we did a chemical operation exercise," he said. "Our team was tasked to respond and resolve the issue that involves chemical ordnance or chemical agents."

Gonzales evaluated his team as they practiced several different exercises.

"Each problem has a unique situation; adjusting fire, thinking and responding," he said. "We try to change the scenario when performing these drills because we get lackadaisical if we do the same thing repeatedly."

According to Staff Sgt. Wesley Curfman, 433rd CES EOD journeyman, it's a meticulous job to respond to ordnance situations such as detonating and demolishing hazardous munitions, pyrotechnics and outdated explosives.

There are distinct differences between classroom and field training, according to Curfman.

"We can receive pictures and slide

presentations all day, but we never really know until we get hands-on with the tools and equipment we will be working with," he said. "That is the benefit of in-person training."

For instance, the EOD team conducted a scenario with a Texas Air National Guard F-16 Fighting Falcon aircraft assigned to the 149th Fighter Wing at JBSA-Lackland.

"If there ever is a problem and we get called out to, let us say, an F-16, we should know where the safeties are on the aircraft and be able to mitigate any hazards that arise," Curfman said.

One of the challenges during the training was communication among various team members while still accomplishing the mission safely and effectively, he said.

"Communicating what I would like to see done, acknowledging how the other person may operate, incorporating that into the plan, and just carrying on with business was difficult," he said.

"However, it was a learning experience and we managed to figure it out."

In addition to streamlining communication efforts, safety is a massive priority for the EOD team, said Gonzales.

"Getting in a safe training environment is getting us ready for real-life response calls, such as dealing with outside agencies, security forces, fire departments, etc.," he said.

Gonzales said the training also helps to prevent any injuries when responding to scenarios.

"It prevents loss of life, loss of limb, and loss of any infrastructure that we come across while keeping everyone safe and resolving the issue," he said.

From their training time, EOD expanded their library of knowledge on how to treat different scenarios in their career field, said Gonzales.

"Because of our training, we are now better prepared for real-world situations when we deploy," he said.

Small AFIMSC team to have big impact on field communications

By Debbie Aragon

AIR FORCE INSTALLATION AND MISSION
SUPPORT CENTER PUBLIC AFFAIRS

A small Air Force Installation and Mission Support Center team of self-proclaimed “nerds” are busy setting the groundwork to ensure mission and emergency communications infrastructure are synched, updated and funded for the Department of the Air Force mission success today and in the future.

The new Land Mobile Radio Product Management Office, part of the AFIMSC’s Installation Support Directorate, is focused on delivering enterprise-wide LMR capabilities whether during day-to-day operations or an emergency.

The Air and Space Forces use LMRs in a wide variety of mission areas, from security forces at installation entrance gates to fire departments, commander’s net, civil engineering and airfield management ... anyone with a requirement for active voice radio communications uses LMRs, said Richard Lapierre, LMR PMO chief.

Established in October 2021, the LMR PMO delivers enterprise-wide, resilient and secure LMR capabilities to Airmen and Guardians, Lapierre said.

“We’re in the process of establishing the DAF policy regarding LMR systems and end-user subscribers, and it’s daunting because we have to make sure we get this right,” said Dave Anthony, one of two PMO plans and policy experts. “We’re laying the groundwork as the first-ever LMR PMO — designing and establishing all of those internal process mechanisms that can withstand the test of time — and we’re happy to do it.”

As with any new organization, most days are filled with meetings, collaboration, research and writing to develop a foundation.

“We spend a lot of time in correspondence and communication, attending Department of Defense and DAF communication working groups, trying to get the background and standards together that we have to follow and finding out where the Air Force LMR will go in the future.” said

Scott Fritts, Anthony’s plans and policy teammate.

The team is also working with stakeholders at major commands and installations, he added.

The LMR PMO is identifying primary stakeholders and users for a functional user group community that will help baseline definitions and requirements, Lapierre said.

In addition to Lapierre, Anthony and Fritz, Bernardo Salas, a telecommunications specialist, joined the team a few months ago. Lapierre is also in the process of hiring an architectural engineer and cyber security lead to round out the six-person team.

Connecting in the current COVID environment can be difficult for established teams, let alone a young team like Lapierre’s.

The team mostly uses virtual tools to stay connected, but occasionally makes time to meet in person to collaborate or solve issues.

“When we’re able to have in-person meetings, it really helps to get a sense of the team,” Salas said.

“We have a good dynamic and I like

it,” Lapierre added. “We all attempt to insert humor where we can but I think we’re all just a bunch of nerds, a product of our environment in the techie world.”

Together, the LMR PMO techies are excited about the unique opportunity they’ve been given.

“There’s a lot of process, policy, and building the foundation for success, but there’s the potential for improving capabilities and major cost savings which was the driving force behind the PMO,” Lapierre said. “We’re spending more than \$500 million across the five-year execution plan and we’re looking at potentially cutting that in half with 80% of that savings or cost reductions going back to mission partners.”

“Obviously there’s a lot of hurdles we need to jump over and get to the finish line but ... we’re going to the moon like Elon Musk says,” Anthony added.

Editor’s note: Interested in being a part of the functional users group? Email Lapierre and his team at afimsc.izcs.daftmrpmo@us.af.mil

AFIMSC engineers continue legacy of vital support to Airmen, Guardians

By Mila Cisneros

AIR FORCE INSTALLATION AND MISSION
SUPPORT CENTER PUBLIC AFFAIRS

For more than 75 years, civil engineers have provided the foundation for the lethality and readiness of airpower. From bedding down new missions and modernizing infrastructure to protecting natural resources and emergency management, engineers help the Air Force deliver on its promise to the nation.

Today, civil engineers across the Air Force Installation and Mission Support Center focus on a wide variety of installation and mission support needs that are vital to keeping the Air Force in flight for another 75 years and beyond.

Together, they put roofs over the heads of Airmen and Guardians, build and maintain installations, and protect families and assets.

Maj. Harrizon Sanchez is a member of the Air Force Civil Engineer Center's Facility Engineering Directorate at Joint Base San Antonio-Lackland and helps execute military construction and facility sustainment, restoration and modernization programs, or FSRM.

The deputy director of the FSRM execution branch is taking the lead in the coming days to manage a \$281 million runway construction effort on Ascension Island, located in the South Atlantic Ocean and critical to the Department of Defense mission. The work ensures the strategically important island can support U.S. and partner nation missions for many years to come.

During a previous deployment to Jordan, his electrical engineering expertise proved essential when Sanchez traveled around the area of responsibility to perform electrical work and safety checks to make sure everything was up to code and American troops were protected.

Engineers in the facility engineering directorate also partner with AFIMSC's Detachment 4, on the other side of the globe, for military construction and FSRM execution in Europe, where Ned Harshbarger is a program manager for the European Deterrence Initiative. The DOD initiative includes the construction of



COURTESY GRAPHIC

Engineers Week is an opportunity to spotlight Air Force engineers across myriad disciplines that support and help build the lethality and readiness of the Department of the Air Force.

airfield infrastructure and the supporting facilities necessary to sustain readiness for the Air Force's combat operations in Europe.

Harshbarger currently manages the design and construction of all EDI Deployable Air Base System Facility projects to allow the Air Force to store and stage war reserve material assets throughout Europe.

"It is a great motivation to know that I am making a difference in the readiness of the military," Harshbarger said. "With current events and never knowing what could happen, I know I have assisted in the military's readiness to fight future conflicts that I hope never happen."

At AFIMSC headquarters in San Antonio, engineers with the Installation Support Directorate serve as the integrators with AFCEC and AFIMSC detachments to provide installation commanders across the Department of the Air Force with effective engineering support.

Senior Master Sgt. Jeremy Field, the superintendent of FSRM and modernization analysis, is currently overseeing the FSRM Base Maintenance Contract Cost Control Plan for the enterprise. The effort supports 27 installations with a goal to reduce a \$70 million labor cost overage across the department.

"Cost savings gained from this initiative will provide the necessary resources to sustain a lethal and ready force," Field said.

The work of Tech. Sgt. Lee Garner at Tyndall Air Force Base, Florida, with

AFCEC's Operations Directorate also directly impacts many installations across the force.

The NCO in charge of the Aircraft Arresting System Depot brings a wealth of mechanical and electrical technology experience to support the depot's mission of asset and infrastructure visibility, operations maintenance, technical support, inspection and repairs, and force development.

In his current position, the industrial power production craftsman provides arrestment capabilities for tailhook-equipped aircraft across the Air Force enterprise and for partner nations. Together with his team, they prevent an aircraft from crashing after an in-flight emergency has occurred.

"Fulfilling the requirements for Mobile Aircraft Arresting Systems overhauls has been the most rewarding to me in my career as I get to see the fruits of my labor firsthand," Garner said.

When an installation closes, engineers at AFIMSC stay engaged, prioritizing environmental stewardship by reducing environmental liabilities and resolving issues. Their work allows active installations to remain mission-focused and closed installations to be successfully transferred to civilian communities.

In his role as a Base Realignment and Closure project manager with AFCEC's Installations Directorate, Steven Willis oversees environmental remediation that must take place before the Air Force can transfer the property of

former installations back to the local community for redevelopment and reuse.

Willis, who enjoys all kinds of projects, leads cleanup activities at the former Wurtsmith Air Force Base, Michigan. AFCEC's ongoing activities include groundwater treatment, a vapor intrusion study and a Military Munitions Response Program.

The engineer also supports decisions on environmental considerations critical to the Air Force's new weapons systems acquisitions and new basing requirements.

"There is never a boring day when you deal with environmental issues," Willis said.

No matter the engineering specialty, Air Force CEs are a close group whose members take pride in the work they accomplish while enjoying the challenges that come with their chosen profession.

"Being able to say we built that hangar, paved that road or managed the renovation of that child development center gives me a sense of huge accomplishment and pride in the important work we do for the Air Force mission," Sanchez said.

"I take much pride in the work I do every day and ensuring others can see the quality and craftsmanship my team and I put into our work motivates me to continue to do my best," Garner said.

"Throughout my 24-year career in civil engineering, the community, no matter what level has been supported, has taken care of one another during both good and bad times," Field said.



TECH. SGT. TORY PATTERSON

This stained glass was salvaged from the former Wilford Hall Medical Center, the first hospital established at Lackland Air Force Base.

Stained glass from old WHMC Chapel preserved at WHASC

By Tech. Sgt. Tory Patterson

59TH MEDICAL WING PUBLIC AFFAIRS

Between the time when the old Wilford Hall Medical Center at Joint Base San Antonio-Lackland shuttered its doors in 2011 and the new Wilford Hall Ambulatory Surgical Center officially opened June 7, 2017, the stained glass windows at the former WHMC Chapel had been collecting dust.

The 59th MDW brought them back to

their former glory by arranging for the installation of stained glass salvaged from the former chapel in January 2022.

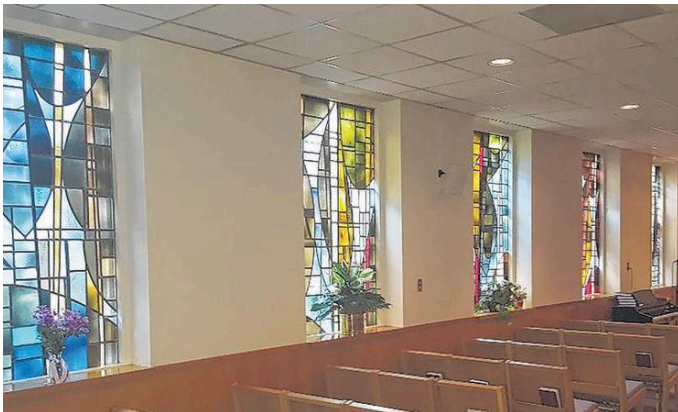
WHMC originally opened its doors in 1942 and was the first hospital established at Lackland Air Force Base.

Serving more than 55,000 patients, the WHASC is now the Department of Defense's largest outpatient ambulatory surgical center. The building features four wings, on four floors, housing more than 25 outpatient clinics and clinical services.



TECH. SGT. TORY PATTERSON

The 59th Medical Wing completed installation of a stained glass display in January at Wilford Hall Ambulatory Surgical Center, Joint Base San Antonio-Lackland.



COURTESY PHOTO

Stained glass windows in the former Wilford Hall Medical Center Chapel.

DLA Troop Support commander visits JBSA, Air Force customers

By Mikia Muhammad

DLA TROOP SUPPORT PUBLIC AFFAIRS

Defense Logistics Agency Troop Support Commander Army Brig. Gen. Eric P. Shirley visited Air Force customers and clothing and textiles vendors in San Antonio and Austin Feb. 3-4 to better understand challenges and strengthen partnerships with stakeholders in the region.

Shirley was joined by other DLA Troop Support senior leaders including Subsistence Director Army Col. Larry Dean, Clothing and Textiles Director of Customer Operations Bruce Carson, Construction and Equipment Director of Customer Operations Marko Graham and Operations and Plans Directorate Deputy Division Chief of Business Development Air Force Maj. Matthew Wallaart.

The visit started with a roundtable discussion between the Air Force Services Center Commander Col. Christopher Parrish, Air Force Security Forces Center Commander Col. Aaron Guill, and Shirley and the Troop Support team.

Both AFSVC and AFSFC create and maintain acquisition policies, planning and execution of funding to Air Force installations worldwide, Wallaart explained.

AFSVC leadership's feedback on DLA Troop Support's Subsistence customer service for prime vendor support was



PHOTOS BY BRIAN BOISVERT

that the organizations maintain a good working relationship that relies on collaboration, said Wallaart.

"It is a true partnership with DLA Troop Support," said Jim Krueger, AFSVC Chief of Air Force Food and Beverage Policy, Procedure, Business Development & Strategic Initiatives.

Shirley also visited the central initial issue facility and basic military training

dining facility at Joint Base San Antonio-Lackland. While at the CIIF, Shirley met the 502nd Installation Support Group Commander Col. Steven Strain, 502nd Logistics Readiness Squadron Commander Maj. Robbie Walsh, and their team who runs JBSA-Lackland's recruit training center CIIF.

"It's always a pleasure to see our

customers and vendor partners in person, especially in the virtual environment we mostly work in these days," Shirley said. "I especially enjoyed seeing new Air Force recruits at JBSA-Lackland and getting a firsthand look at the uniform issuance process.

"All the hard work our clothing and textiles team does to ensure recruits receive all their uniform items the first time they go through the issue line is greatly appreciated by the leadership there, and I'm honored our team plays an important role in supporting the mission," he added.

Shirley also met with Air Education and Training Command Deputy Commander Maj. Gen. Andrea D. Tullos to discuss supply chain challenges and additional programs Troop Support can offer to support the AETC's training mission.

The final customer engagement for the trip was the JBSA-Randolph Wingman DFAC, where Shirley met Force Support Group Commander Col. Shane Cuéllar.

"The significance of this DFAC is it is part of the Air Force's 'Food 2.0' feeding concept which makes the dining facility more of a college campus food court format and provides the airmen more choices to eat," Wallaart said.

Wallaart described the overall trip as a demonstration of DLA's commitment to stakeholders by listening to their issues in the field to help steer support and strengthen partnerships.



Leandro Victoria (center), 502nd Logistics Readiness Squadron, Air Force clothing core supervisor, briefs Army Brig. Gen. Eric P. Shirley (left), Defense Logistics Agency Troop Support commander, on the U.S. Air Force basic military training clothing issue process Feb. 3 at Joint Base San Antonio-Lackland while U.S. Air Force basic trainees try on boots during initial clothing issue.

RANDOLPH

Senior enlisted leaders answer Enlisted Force Development Action Plan questions on 'Ask Me Anything'

By Dan Hawkins

AIR EDUCATION AND TRAINING COMMAND
PUBLIC AFFAIRS

Air Education and Training Command's senior enlisted leader, along with one of the architects of the Air Force's Enlisted Force Development Action Plan, hosted an 'Ask Me Anything' event to answer Airmen's questions about the plan Feb. 22.

Chief Master Sgt. Erik Thompson, the command chief of AETC, and Chief Master Sgt. Stefan Blazier, chief of enlisted force development at Headquarters Air Force A1D, answered both serious and fun questions from Airmen with a mixture of humility and humor for over an hour on the social platform Reddit's Air Force thread.

In response to a question asking how new supervisors should be validated as ready for the responsibility besides simply attending Airmen Leadership School, Blazier emphasized the need for the service's unit-level SNCOs and NCOs to better prepare their subordinates to be capable leaders earlier on in their careers.

"The leap to be responsible for others is something we don't take seriously enough today. We often throw Airmen at brand-new supervisors when they get back from Airman Leadership School and just say 'you'll figure it out,'" Blazier said. "That's not prepping people for success, it's actually incredibly risky. You should not get training reps with real lives."

Blazier also noted the force development team is sensitive to the demands on the force and they don't want to create a "quick-fix" solution for leadership progression training, mentioning how current training is done through job qualification standards, standardization and evaluation, and more to ensure Airmen are ready for the job.

"Why do we avoid doing the same for leadership progression, especially because humans are so much more



NICHOLAS J. DE LA PEÑA

Command Chief of Air Education and Training Command U.S. Air Force Chief Master Sgt. Erik Thompson, answers questions regarding Enlisted Force Development Action Plan while hosting an, 'Ask Me Anything' event on Reddit at Joint Base San Antonio-Randolph, Texas, Feb. 22.

complex than hardware?" Blazier added in his reply.

On the topic of education and training for junior enlisted Airmen focused on integrated deterrence with competitors like China and Russia noted in the "Competition-focused force" section of the plan, a commenter asked how Airmen at lower levels should learn what the term really means.

"This is foundational to our Force Development Action Plan," Thompson said in his response. "At all bases and all levels, you should start to see more discussions about competition with China and Russia, the National Security

Strategy and National Defense Strategy (pending release of the latest versions), and how our Airmen fit into this mission set at all levels of development!"

In discussing the enlisted roadmap, Blazier noted the service needed to "start somewhere" when it came to the foundational "Blueprint" for Airmen mentioned in the "Front-line leader development" section of the plan.

"(The Blueprint) will link to current content, resources and opportunities today," Blazier said. "One day, we hope that it becomes fully Airmen-centered ... and a 'myBlueprint' development dashboard."

Commenters posted urging the Chiefs to continue the conversations and thanking them for their transparency and willingness to answer questions with meaningful dialogue.

"We always encourage senior enlisted to meet our Airmen where they are, then try to bridge the gap," Thompson said in reply. "I think that being willing to reach out in forums where our Airmen are shows that we respect and value them."

To read the entire conversation, visit https://www.reddit.com/r/AirForce/comments/syu4ek/open_now_ama_enlisted_force_development_action/.

AIR FORCE RESERVE PERSONNEL DIRECTOR VISITS 340TH FLYING TRAINING GROUP

Brig. Gen. Anne B. Gunter (center), director of personnel for Headquarters Air Force Reserve, Pentagon, receives a mission briefing from Airmen and leadership of the 340th Flying Training Group during her visit to Joint Base San Antonio-Randolph Feb. 2. Gunter's briefing included a framework on how the group provides unrivaled instructors to Air Education and Training Command and unmatched support to the newest Reserve aviators.



JET FABARA

AETC publishes first competency-based civilian Learning Professional career series education, training plan

By Dan Hawkins

AIR EDUCATION AND TRAINING COMMAND PUBLIC AFFAIRS

The first competency-based 1750 civilian career series education and training plan for Instructional System Specialists has been published and is now available for use.

This effort for the ISS career field, led by Air Education and Training Command's A3 Credentialing division, leads the way for the Department of Air Force to establish the foundation for integrating competencies into education and training plans in the future.

"This is an exciting initiative that has been a long-time coming in regards to force development for civilians, starting with our Learning Professional job series," said Brig. Gen. Brenda P. Cartier, AETC director of operations and communications. "This plan provides civilian employees a clear path to specific career development goals, and also provides a development path for our military who perform Learning Professional roles."

By identifying competencies, sub-competencies, and proficiency levels, and recommending education and training throughout an individual's career, supervisors

at all levels can support comprehensive and cohesive training and development programs for each individual on their team, Cartier said.

Much like the military Career Field Education and Training Plans, or CFETP, a civilian career series education and training plan provides a consolidated framework for leaders to plan, develop, manage and conduct an effective and efficient development program.

The plan outlines the training and competencies individuals in this occupational series should obtain in order to develop and progress throughout their careers while identifying competencies, proficiency levels and proficiency development requirements.

These plans serve as a management tool to plan, manage, conduct and evaluate members' competencies. They also help supervisors identify



training and development at the appropriate point in an individual's career.

AETC/A3BP is offering knowledge sessions to answer questions and bolster members' understanding and use of the documents. These sessions, called "The Buzz," are scheduled every Wednesday morning at 9 a.m. CST, and are open to anyone interested in developing the competencies for themselves or their personnel.

More information about the education and training plan can be found at www.learningprofessionals.af.mil/Resources/Career-Field

-Education-Training/ along with links to competency assessment workbooks and the Department of the Air Force E-Publishing website. Questions about the 1750 civilian career series education and training plan can be sent to the AETC A3B workflow mailbox.